



PRESIDENCY UNIVERSITY

BENGALURU

End - Term Examinations – MAY 2025

Date: 28-05-2025

Time: 01:00 pm – 04:00 pm

School: SOM-PG	Program: MBA	
Course Code : MBA3107	Course Name: Strategic Human Resource Management	
Semester: IV	Max Marks: 100	Weightage: 50%

CO - Levels	C01	C02	C03	C04	C05
Marks	25	25	25	25	-

Instructions:

- (i) Read all questions carefully and answer accordingly.
- (ii) Do not write anything on the question paper other than roll number.

Part A

Answer ALL the Questions. Each question carries 3marks.

10Q x 3M=30M

1.	Define following abbreviations HCM HRIS HRBP	3 Marks	L1	CO
2.	Describe SHRM Policies and Practices	3 Marks	L1	CO
3.	Describe following HR Matric FORMULAS Time to Hire formula Cost per Hire formula Quality of Hire formula	3 Marks	L1	CO
4.	Describe the role of “Goal Setting” in Strategic Performance Management	3 Marks	L1	CO
5.	Describe the role of “Continuous feedback” in Strategic Performance Management	3 Marks	L1	CO
6.	Review the role of “Strategic Planning” in Strategic Human Resource Management	3 Marks	L2	CO
7.	Discuss the role of “Leadership Involvement” in SHRM	3 Marks	L2	CO
8.	Review the significance of “Scenario Planning” in the SHPRM	3 Marks	L2	CO
9.	Review the concept of “ Resistance to Change” in SHRM?	3 Marks	L2	CO

10.	Explain the role of “Performance Metrics” in Implementing Strategic workforce planning	3 Marks	L2	CO
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Part B

Answer the Questions.

Total Marks 40M

11.	a.	Medicare used job enlargement to increase task variety, rotation to build skills, and enrichment to boost motivation by adding responsibility. State the SHRM Framework to do <i>“Job enlargement, rotation, and enrichment differ in employee development”</i> ?	10 Marks	L1	CO
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Or

12.	a.	ProTech updated its skill inventory and used Markov analysis to predict future workforce needs and plan internal promotions effectively. <i>“State the role of a skill inventory, and how is Markov analysis used in HR planning”</i> ?	10 Marks	L1	CO
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13.	a.	At Google, addressing <i>“Diversity and inclusion is a challenge for HR”</i> remains a pressing concern despite active measures like unconscious bias training and DEI councils. The challenge lies not in the policy but in bridging the execution gap, especially in leadership hiring and retention among underrepresented communities, reflecting global HR difficulties. <i>Explain the contemporary issue of “Diversity and Inclusion is a challenge for HR”</i>	10 Marks	L2	CO
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Or

14.	a.	Unilever’s global HR team follows a well-defined framework to implement <i>“Workforce planning steps”</i> , including analyzing workforce supply, determining future needs, identifying gaps, and crafting actionable strategies. By aligning these steps with business forecasts, they ensure a responsive and resilient workforce structure for both emerging and existing markets. Explain the theoretical frame works of SHRM “Workforce Planning Steps” to the Business.	10 Marks	L2	CO
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15.	a.	Ms. ABCD Company initiated a 360-degree appraisal system to enhance employee performance evaluation. However, during the process, it was observed that certain deserving and high-performing employees were intentionally underrated by their peers. This indicated the presence of bias and groupism within the teams. In response to this challenge, the company decided to implement a new strategy — “Accountability Based on Past Performance” — to ensure a more objective and performance-driven evaluation approach. You are advised to <i>apply the concept of “The reasons of 360 degree performance appraisals and Accountability based on past performance.</i>	10 Marks	L3	CO
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Or

16.	a.	Ms. XYZ Company intends to implement Strategic Human Resource Management (SHRM) concepts by introducing <i>“Quantitative vs. Qualitative Performance Appraisal Methods”</i> within the organisation. As the HR Manager, you are	10 Marks	L3	CO
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		required to <i>interpret</i> both appraisal methods in detail to ensure a balanced and effective performance evaluation system.			
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17.	a.	Firms like Capgemini aim to leverage “SMART performance metrics” in SHRM practices to identify and retain top talent and enhance performance reviews. Support career development, and foster long-term organisational loyalty. Analyse the Theoretical framework of “SMART performance metrics” in Strategic Human Resource Management	10 Marks	L4	CO
Or					
18.	a.	Amazon experiences persistent challenges from the “ <i>causes of employee turnover</i> ,” prompting HR leaders to examine factors like compensation, growth, and work culture through case studies to enhance employee retention strategies. <i>Illustrate</i> the “ Causes of employee turnover ” in Strategic Human Resource Management with examples.	10 Marks	L4	CO

Part C

Answer all the Questions. Each question carries 15marks

2Q x 15M=30M

19.	a.	<p>Larsen & Toubro (L&T), a leading Indian engineering and construction giant, realized that its performance management system was not effectively driving strategic alignment. Evaluations were overly tactical, focusing on project delivery, cost control, and attendance, rather than leadership development or innovation. Managers were the sole evaluators, and performance reviews were annual, often rushed and lacking actionable feedback. The absence of strategic alignment in evaluations created a disconnect between employee goals and organizational vision. L&T redefined the use of the PMS by aligning it with its five-year business strategy. It introduced cascading goals, where organizational objectives were translated into team and individual KRAs (Key Result Areas). The evaluation process became participative, with joint goal-setting sessions and quarterly reviews. KPIs were linked to growth, client satisfaction, sustainability, and innovation metrics. Senior leadership participated in talent reviews to identify potential leaders.</p> <p>Effectiveness was measured through strategic metrics such as goal completion rate, internal succession pipeline strength, and business unit profitability. Shortcomings in employee engagement and unclear goal communication were addressed through performance coaching and manager capability building. A digital platform was implemented for real-time tracking and feedback. Compensation was closely tied to strategic outcomes. For example, employees contributing to green technology innovations received additional bonuses. L&T ensured compliance with compensation laws and used role-based</p>	15 Marks	L3	CO
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		<p>benchmarking to ensure internal equity. Executive compensation was restructured to include long-term incentives such as ESOPs for delivering on strategic projects.</p> <p>L&T's revised PMS made employees more accountable, goal-oriented, and strategically aligned. It bridged the gap between performance evaluation and business vision, proving that when used effectively, a PMS can be a tool for organizational transformation and long-term sustainability.</p> <p>Question: With reference to above case, apply the "Strategic HRM strategies" the Larsen & Toubro (L&T) – Aligning Use of PMS with Organizational Strategy</p>			
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20.	a.	<p>GlobalPharma Ltd., a leading multinational pharmaceutical corporation with over 25,000 employees worldwide, was on the verge of encountering a critical talent void. Internal HR analytics revealed that nearly 30% of its experienced workforce—especially within research and development (R&D), quality assurance, and production engineering—was expected to retire within the next five years. This impending wave of retirements risked not only the loss of key institutional knowledge but also the disruption of ongoing projects and regulatory compliance consistency. In a strategic response, the company launched the Retirement Transition and Alumni Engagement Program (RTAEP) to proactively manage workforce aging and ensure business continuity.</p> <p>To start, the HR department conducted retirement readiness assessments across global locations and found that 62% of the employees aged 58 and above had no formal retirement plan. To address this, personalized retirement planning workshops were rolled out, covering financial wellness, post-retirement healthcare, and psychological readiness. More than 1,800 employees participated in these sessions in the first phase alone. The program then introduced a structured mentorship initiative that paired each retiring professional with a successor, facilitating hands-on knowledge transfer. Over 1,200 mentorship pairs were formed, resulting in over 25,000 hours of documented knowledge-sharing sessions within 18 months.</p> <p>Understanding the need to retain specialized talent, GlobalPharma offered post-retirement consulting contracts. Approximately 40% of retirees opted into this flexible engagement model, continuing to support the company on critical projects such as regulatory submissions and advanced drug formulation. To institutionalize their knowledge, a digital repository called "GlobalWisdom Hub" was developed, where retirees uploaded detailed standard operating procedures (SOPs), research insights, and case studies. This repository, now housing over 3,500 documents, is accessed by employees across 14 countries and has significantly reduced training ramp-up time for new recruits by 20%.</p>	15 Marks	L4	CO
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		<p>Furthermore, a formal alumni network was created with over 4,000 members globally. This platform enabled retirees to participate in webinars, contribute to white papers, and serve in advisory roles. The RTAEP program also resulted in a 35% decrease in external rehiring costs, as alumni were brought back for short-term assignments and consulting work.</p> <p>By strategically managing the retirement wave, GlobalPharma not only ensured seamless operational continuity but also fostered a culture of dignity, respect, and long-term engagement. The RTAEP has since been recognized by several industry bodies as a benchmark for aligning humane exit strategies with sustainable workforce planning.</p> <p>Question : With reference to above case study “<i>Illustrate Retirement Transition and Knowledge Retention at GlobalPharma Ltd</i>”</p>			
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